renewal

SIAST 2004-2005 ANNUAL REPORT

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Mission

SIAST is Saskatchewan's primary public institution for the development and delivery of post-secondary technical education and skills training. We share knowledge, provide skills training and engage in applied research, meeting the needs of students, employers and our communities.

Vision

SIAST is a leader in superior education, focused on students and lifelong learning — a catalyst for advancing the social and economic prosperity of Saskatchewan.

Values

Individually and collectively, the SIAST community will achieve its vision by adhering to the following values and principles:

- Communication. We engage in open, focused communications with stakeholders in the pursuit of common goals.
- Involvement. We are involved meaningfully in decisions that affect us.
- Ethics. We adhere to high standards of ethical behaviour. We do the right thing based on sound principles, attributes of good character and caring for others.
- Innovation. We value and reward innovation and creativity that furthers the goals of the organization.
- Excellence. We promote excellence through high standards and expectations.
- Positive work environment. Together, we will create a work environment that is healthy, safe and balanced.
- Professionalism. We are committed to our practice, using our knowledge and skills to produce excellent results, and reflecting on our work to constantly improve ourselves and how we do things.
- Leadership. We engage in consultative, shared and supportive leadership that inspires informed and appropriate decision-making throughout the organization.
- Diversity. We strive for diversity among student and employee populations to enrich the learning experience and the working environment.
- Partnerships. We seek well-conceived partnerships that yield mutual benefits and expedite our mission.

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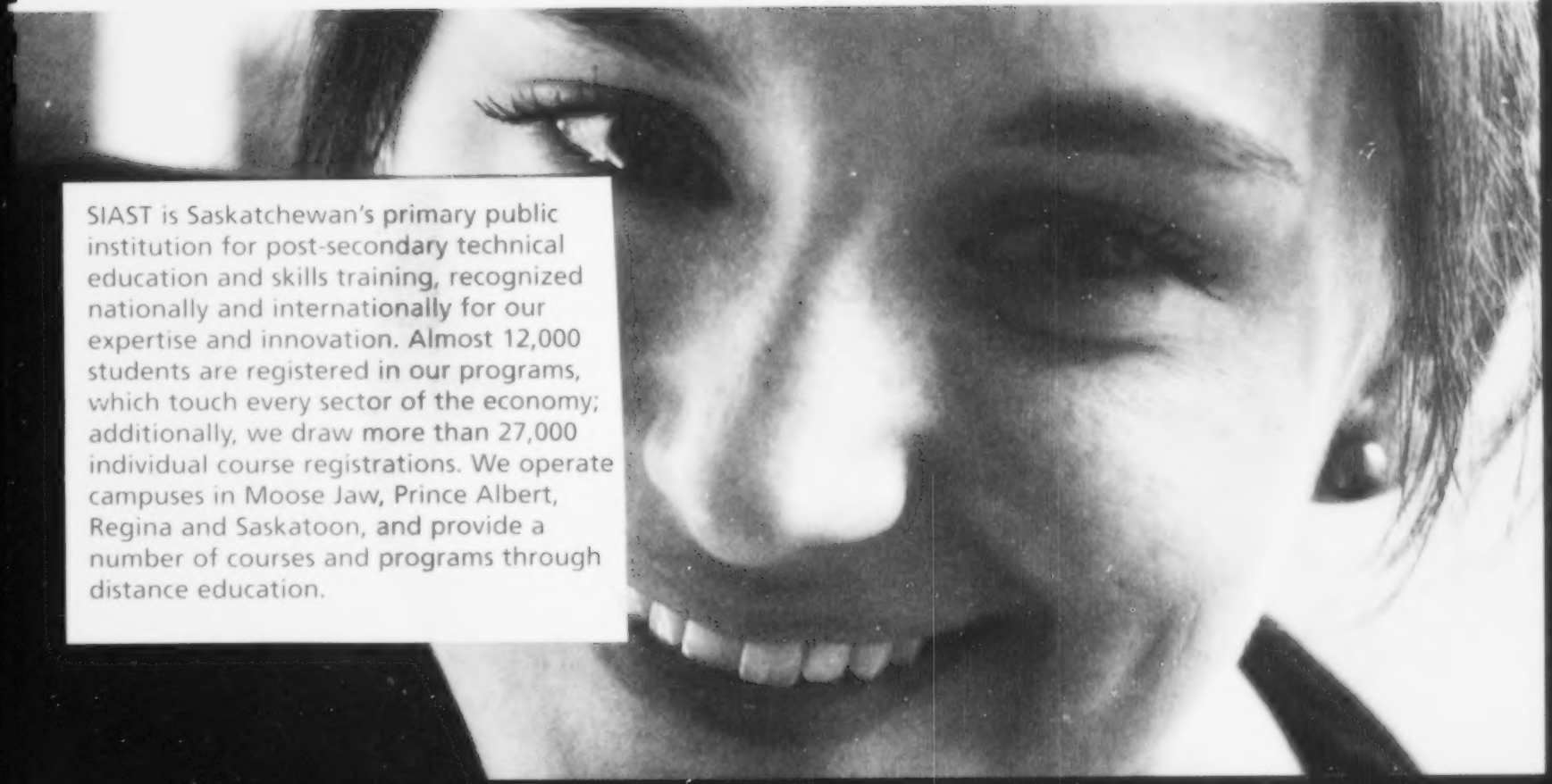
welcome

We estimate that 1 in 14 people in Saskatchewan between the ages of 18 – 44 are participating in a SIAST program or course.



SIAST is Saskatchewan's primary public institution for post-secondary technical education and skills training, recognized nationally and internationally for our expertise and innovation. Almost 12,000 students are registered in our programs, which touch every sector of the economy; additionally, we draw more than 27,000 individual course registrations. We operate campuses in Moose Jaw, Prince Albert, Regina and Saskatoon, and provide a number of courses and programs through distance education.

letter of transmittal

400 – 119 4th Avenue South
Saskatoon, Saskatchewan
S7K 5X2

September 23, 2005

The Honourable Andrew Thomson
Minister of Learning
Saskatchewan Learning
Province of Saskatchewan
Regina, Saskatchewan
S4S 0B3

Dear Minister:

On behalf of the board of directors of the Saskatchewan Institute of Applied Science and Technology (SIAST) and in accordance with the provisions of *The SIAST Act*, I am pleased to submit the annual report and audited financial statements of SIAST for the fiscal year ended June 30, 2005.

Respectfully submitted,

Christine Boyczuk
Chair
SIAST Board of Directors

kudos

Jennifer Bain (pictured), a Basic Education instructor, received the Saskatchewan Adult Basic Education Award of Excellence.

Chris Wozney of the Industrial Mechanics apprenticeship program captured a bronze medal at the Skills Canada National Competition.

Lois Berry, program head of the Nursing Education Program of Saskatchewan (NEPS); **Kim Neudorf**, clinical and program coordinator, NEPS, Prince Albert site; and **Norma Wilderman**, acting dean of nursing, presented at the Saskatchewan Registered Nurses' Association education day.

Basic Education student **Lori Wilson** received the Learner's Award from the Saskatchewan Literacy Network.

message from the chair

My board colleagues and I take very seriously our SIAST governance responsibilities. To execute these effectively, we work closely with the Minister of Learning, senior management, and representatives from the public and private sector to ensure that we are apprised of the needs of students, employers and the province.

Specifically, our responsibilities include:

- Developing and articulating SIAST's vision and values in consultation with stakeholders.
- Determining a strategic direction consistent with the organization's mission and vision.
- Hiring and evaluating a CEO who shares the vision and has the necessary skills to carry out the vision.
- Adopting policies that advance the vision.
- Setting and monitoring priorities in consultation with the CEO.
- Ensuring that principal risks have been identified and are appropriately responded to.
- Approving a budget consistent with the vision and priorities.
- Forging alliances and partnerships.

In 2004-05, SIAST's strategic priorities were:

- Assuming our rightful place as a first-choice provider of post-secondary technical education and skills training.
- Providing a student-centred learning environment responsive to the diverse needs of students.
- Funding and facility development.
- Creative exploration and innovation.

As conveyed in this report, SIAST has made substantial progress on many initiatives related to those priorities, including Aboriginal employee and student recruitment, accessibility, employee development, facilities, operational effectiveness, partnerships, program currency and student success.

The board of directors and I would like to thank the many stakeholders who contributed to SIAST's success through the year, including students, faculty, staff and management; our provincial government colleagues at Saskatchewan Learning; business and industry partners; and our community supporters. We would especially like to acknowledge the contributions of retiring board members Paul McLellan, Dennis Anderson and Kent Mortenson. We welcome the future contributions of new board members Leland Sommer, Sherry Magnuson, Garry Kot, Jim Norman and Neil Buechler.

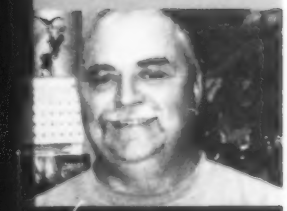
SIAST's vision to be "a catalyst for advancing the social and economic prosperity of Saskatchewan" continues to provide clear direction as we strive for and achieve ever-more ambitious goals in the provision of post-secondary technical education and skills training.

Christine Boyczuk
Chair
SIAST Board of Directors

Al Rhare (pictured), an instructor in the Corrections Worker program, was awarded The Government of Canada Exemplary Service Medal and Bar.

Saskatchewan Business Magazine named SIAST board member **Cheryl Bauer Hyde** one of the 10 Saskatchewan Women of Influence for 2006.

Nursing Education Program of Saskatchewan faculty member **Kathy White** co-presented at the Registered Nurses Association of Ontario Best Teaching Practices meeting and at the Western Region Canadian Association of Schools of Nursing conference.



SIAST board of directors

Christine Boyczuk
Chair
appointed February 2005

Morris Onyskevitch
Vice-Chair
appointed February 2005

Trevor Klassen
Secretary
appointed February 2005

Dr. Robert McCulloch
President & CEO

Cheryl Bauer Hyde
Audit Committee Chair
appointed February 2005

Neil Buechler
appointed November 2004

Louis Gardiner
appointed 3 April 2002

Mike Hintze
appointed February 2005

Garry Kot
appointed November 2004

Sherry Magnuson
appointed November 2004

Keith Martell
appointed February 2005

Jean Morrison
Human Resources Committee Chair
appointed April 2003

Jim Norman
appointed November 2004

Garry Ramage
appointed June 2005

Leland Sommer
appointed May 2005

Violet Stanger
Governance and Policy Committee Chair
appointed July 2005

message from the president & ceo

By being flexible, innovative and responsive, SIAST ensures that Saskatchewan gets an excellent return on its skills training investment. We add programs when doing so supports economic growth, and we eliminate programs when they no longer support key priorities. Through initiatives such as distance education and recognition of prior learning, we are leaders in expanding access to programs, in making effective use of resources and in speeding acquisition of credentials.

To ensure that we continue responding effectively to the training needs of both employers and students, in 2004-05 we undertook an extensive review of facility requirements. That review confirmed what we already suspected. Pressure on our facilities has increased beyond the point where we can respond solely through operational efficiencies and innovative program delivery. We must add new space and reconfigure blocks of existing space in order to accommodate relevant, responsive programming.

The pressure on our facilities is driven by ongoing diversification of the economy, the need for more specialized education, and increased demand for skilled trades people. If Saskatchewan is to capture the benefits associated with these trends tomorrow, then we must invest in our training facilities today.

Long-range planning to respond to facility needs at SIAST will continue in 2005-06. In the short-term, we will continue to seek creative solutions – such as new delivery methods. We also remain committed to reaching remote communities and traditionally under-represented groups. This annual report includes many examples of accomplishments in both these areas. It also includes examples of initiatives designed to drive enduring transformation in response to demographic change in Saskatchewan.

SIAST's contributions in these key areas demonstrate that ongoing investment in the organization will continue to be richly rewarded.

Dr. Robert G. McCulloch
President & CEO

Nicholas Crosby and **Kevin Mahlberg** (pictured), an instructor and program head respectively with the New Media Communications and Web Site Design and Development programs, won the SIAST Innovation Award.

Dental Hygiene Instructor **Brenda Udahl** presented at a Canadian Dental Hygiene conference.

Michael Herperger, an Architectural Technologies student, won the gold medal in the Skills Canada National Competition for Architectural CADD.

kudos

re

Renewal

At SIAST, renewal is not an event, or a process with a beginning, a middle and an end. It is a state of being. Renewal means fostering innovation, speed and flexibility in order to capture opportunities quickly and respond to challenges effectively. It means evolving and adapting in anticipation of changing circumstances. It means thinking strategically – staying with the program, even while creating new ones.

We see ourselves as a catalyst for social and economic development in Saskatchewan. To achieve this vision, we must help the province capitalize on the growth of the Aboriginal working age population, provide technical education and skills training aligned with economic opportunities, and pre-empt skills shortages by seeking innovative ways to extend our programming reach and capacity.

Meeting these challenges and responding effectively to the needs of students and employers requires us to maintain an environment of constant renewal – of our programs, of the skills embodied in our faculty and staff, and of our facilities. In particular, we concentrate on initiatives that enhance program quality, currency, relevancy and accessibility; respond to demographic change; further employee development; and promote student success.

Highlights from initiatives in 2004-05 related to our priorities, challenges and opportunities include:

view

SIAST Wascana Basic Education student Renee Wolfe was appointed to SIAST's Aboriginal council in its inaugural year.

Kate Spencer, an instructor in Occupational Therapist/Physical Therapist Assistant, was awarded a Saskatchewan Physiotherapy Association Award for Clinical Excellence.

Lisa Davis (pictured), head of the Information Department at SIAST Woodland Campus, received the 2004 Emmett Hardy Award from the Saskatchewan Parks and Recreation Association.

Dr. Jo Hamilton was on the steering committee for the WW Saskatchewan Education Conference and Trade Fair.

Aboriginal employee and student recruitment

Our long-term emphasis on education equity has contributed to Aboriginal student enrolment at levels well in excess of the proportion of Aboriginal people in the working-age population. Currently, more than 18 percent of our students have Aboriginal ancestry.

To ensure truly enduring change, we are pursuing cultural transformation through the creation of an Aboriginal council. The council reports to the president and serves as a resource to others in the organization. It includes Aboriginal students and employees from across SIAST, a cultural advisor, an elder and four non-Aboriginal employees.

Our student recruitment team continues to seek new ways to reach Aboriginal students and advisors. It hosted its inaugural admissions workshop for counsellors of Aboriginal students, bringing together counsellors and educational coordinators from 15 First Nation schools. Student recruitment visited 19 First Nations schools and spoke to more than 1,000 students with Aboriginal ancestry. These visits were made in addition to those arranged by SUTIL (the Saskatchewan Universities and Technical Institute Liaison group), allowing us to reach younger students with a stay-in-school message. In addition, it included trips to smaller, more remote schools that aren't normally part of the SUTIL tour.

In partnership with the Saskatoon Tribal Council, SIAST Kelsey Campus hosted two "Super Saturday" events, through which Aboriginal young people experienced trades and technology first-hand. Programs participating included Commercial Pilot, Biotechnology, Auto Body, Parts Management and Medical Laboratory Technology. Young people taking part came from Kinistin, Muskeg Lake, Mistawasis, One Arrow, Whitecap, Muskoday and Yellowquill First Nations, and from White Buffalo Youth Lodge in Saskatoon.

With the Aboriginal Human Resource Development Council of Canada, the Saskatchewan Indian Institute of Technologies and the Saskatchewan Apprenticeship and Trade Certification Commission, we co-hosted Capture the Future, a symposium on Aboriginal people in trades. The event drew more than 100 senior government, industry, union and Aboriginal community leaders from across Western Canada, the Yukon, the Northwest Territories and Nunavut.

Our human resource group increased its efforts to contact various groups that represent Aboriginal job-seekers. Presentations to Aboriginal students in programs at the Saskatchewan Indian Institute of Technologies have generated additional applications for some SIAST vacancies. As well, our continued participation in various programs, such as the Employers' Circle, continues to provide SIAST with exposure to Aboriginal organizations. Our efforts were encouraged by an increase in the number of Aboriginal employees at SIAST in 2004-05.

Our expertise in reaching Aboriginal learners is in demand internationally. We were chosen by the InterAmerican Development Bank to implement a study into Aboriginal access to post-secondary vocational training in Guatemala, Nicaragua, Columbia and Ecuador.

Accessibility

Our Virtual Campus and program divisions continue to increase the number and range of courses and programs available through distance delivery. The development for online delivery of 28 courses in 2004-05, for example, brings our overall complement of online courses to more than 100. Enrolments in SIAST courses offered online and through the Saskatchewan Communications Network (SCN) exceeded 1,500 – which is the highest such enrolment for any Saskatchewan post-secondary institution.

kudos

Chris Dreger (pictured), a Level 3 cook apprentice, placed second in Sysco Canada's annual recipe contest.

Michael Gibbs, a SIAST Adult 12/GED student, was recognized by the chief examiner of GED for his aggregate score in the top 1% of GED 12 writers.

A SIAST cross-functional team won an Award of Excellence for Innovation in Instructional Design from the Canadian Association for Distance Education, as well as the first Campus Saskatchewan Award for Collaborative Design and Development, for a Nursing Education Program of Saskatchewan online course.

re

Distance delivery helps people overcome geographic and scheduling barriers to training, and it provides additional access to programming that is oversubscribed on campus. It also enables us to achieve the necessary efficiencies to offer programming that we would otherwise be unable to sustain. Noteworthy developments in off-campus delivery during the 2004-05 academic year include:

- The Business diploma, Computer Information Systems specialty program is now available online. The Business diploma, Administration specialty program was offered in partnership with North West Regional College in North Battleford.
- The Web Site Design and Development applied certificate program was offered in its entirety online.
- Ecotourism was offered at Shoal Lake to 14 students.
- Nine students graduated from our Early Childhood Education certificate program in La Loche.
- Over the past three years, 13 students have graduated from Recreation and Leisure Management in Buffalo Narrows. This past year, three Aboriginal students completed the Entrepreneurship and Small Business program in Buffalo Narrows.
- In Estevan, 14 students completed the Cosmetology program.
- Seven courses were developed for internationally trained nurses and will be offered in the 2005-06 academic year.
- Instrumentation Engineering Technology is being delivered in La Ronge in partnership with Northlands Regional College.

fresh

SIAST Woodland Carpentry program head Jeff Chow was among the first participants in the faculty certificate program launched in 2004-05.

To enhance access, our library services team introduced a virtual reference service that enables faculty, staff and students, regardless of where they are, to obtain assistance in finding resources. As well, a number of streaming videos were introduced, and library services continued to increase its collection of electronic books and full-text databases. Library services is also participating in two initiatives that should make our resources more accessible to users by making them searchable with common Internet search engines and Google Scholar.

Accessibility continues to be expanded through work-based training initiatives. For example, 45 students were enrolled in Institutional Meat Cutting, and 156 were enrolled in Film, Video and New Media. Through the Saskatchewan Native Theatre Company, 14 students completed Set Safety and Set Protocol courses from the Film, Video and New Media program.

Our registration services group has fully implemented our new special admission policy, which enables us to evaluate applicants who might have the prerequisite skills for success in a particular program but whose qualifications do not precisely match stated requirements. We use a recognized assessment tool to test mathematics and English skills, and we consider previous post-secondary performance.

We continue to negotiate transfer credit agreements that position students for lifelong learning and that improve the efficiency of time spent learning, both for students and the educational system. For example, we reached an agreement

in 2004-05 with the University of Regina that enables our Computer Information Systems diploma graduates to seek advanced standing in the university's undergraduate computer science degree program. Other new agreements allow Water Resources and Environmental Engineering Technology grads to apply for entry into the third year of certain science degree programs at Royal Roads University and Lakeland College.

We have collaborated with educational partners across the province on development of an online credit transfer guide, and we are represented on the newly formed SaskCAT (Saskatchewan Council for Admissions and Transfer).

Our Nursing Education Program of Saskatchewan (NEPS), offered in collaboration with First Nations University of Canada and the University of Saskatchewan, accepted the first 32 students into its second-degree entry option. This 20-month option is designed for students who already have a degree or who have completed 90 credit units towards a specific degree.

Through prior learning assessment and recognition (PLAR), we provide credit for skills and knowledge acquired outside the classroom, enabling qualified students to develop new skills more rapidly. This past year, our PLAR office worked with faculty on 20 PLAR development projects. They completed, for example, the first phase of documenting PLAR processes for our Carpentry program.

Employee development

Focusing on employee development will help us respond effectively to the rapid pace of change in today's learning environment and to increased employee turnover generated as our workforce ages. Our efforts to develop a learning culture that permeates the organization are evident through four key initiatives: faculty orientation and training, employee development opportunities offered through our human resources group, Virtual Campus courses and workshops for employees, and our grassroots Quality Learning Organization (QLO) program.

Our faculty certificate program, launched in 2004-05 with 15 participants, engages new instructors in the study of adult education with colleagues from various programs, occupations and

Merna Forrs (pictured), a business instructor, won the SIAST President's Award of Excellence.

Brenda Green, an instructor in the Corrections Worker program, was appointed to the Prince Albert Parkland Health Board.

Medical diagnostics instructor **Bill Rueckert** was elected to the Canadian Association of Medical Radiation Technologists as the Saskatchewan coordinator of education.

backgrounds. The three-year program was developed in collaboration with the Saskatchewan Instructional Development and Research Unit in the Faculty of Education of the University of Regina. Participants become immersed in our approach to skills training and technical education while earning credits that could lead toward a bachelor of adult education and training degree. A separate three-day new instructor orientation, now in its third year, helped more than 40 instructors kick-start their integration into our organization.

Virtual Campus workshops for employees – in topics ranging from plagiarism to PowerPoint – drew almost 1,000 registrations, and training sessions offered through human resources drew in excess of 1,300 registrations. One of the single most ambitious projects – a three-year program intended to reach every employee with a half-day Aboriginal awareness workshop – completed its first full year.

Individual departments and divisions continue to pursue employee development opportunities geared to their own particular needs. Our Nursing Division, for example, established a scholar-in-residence program with Dr. David Gregory, former dean of nursing at the University of Manitoba. David works with faculty individually and in groups. Scholarship initiatives have also been started in the areas of patient safety, mentorship and teaching. Elsewhere, library services instituted regular training sessions to ensure that staff are up-to-date on databases, new e-resources and valuable web resources. And our Chemical Technology program and the Saskatchewan Research Council are partnering on an applied research project related to metals in salt solutions produced by the Saskatchewan Potash Corporation.

build

An extensive review of facilities requirements confirmed acute space shortages across SIAST. Below, Business student Tara Matt at SIAST Palliser Campus.

With assistance from colleague and student, Gordon Gant (second from right with Wesley) presents Medical Laboratory Technology graduate Kristine Rempel with a Wesley Diagnostics Limited Award for Excellence. Kristine was selected as Year of Region City Hall.

Medical diagnostics instructor Annamae Gilles was invited to represent the Saskatchewan Society of Medical Laboratory Technology Council at the Canadian Society for Medical Laboratory Science Annual Photographic Exhibit. Carolyn Pilloti (centre) has invited Council staff to view her entry.

We made strides toward institutionalizing our QLO program, which supports divisional initiatives such as the scholar-in-residence program by establishing a partners' network to oversee and promote quality learning across the organization. The network developed an operational framework and a methodology for dealing with QLO submissions.

Facilities

In order to enable us to respond effectively to increased specialization in business and industry, and to the ensuing need for more diversified training, in 2004-05 we undertook an extensive review of our facilities requirements and developed a five-year plan to address mounting pressure on our labs, shops and classrooms.

Already, we are facing an acute space shortage. To remedy this situation and its impending escalation requires reconfiguration of space at all four campuses, as well as the addition of 6,255 square metres at SIAST Kelsey Campus, 1,500 at SIAST Wascana Campus and 650 at SIAST Palliser Campus. Our plan includes construction of a multipurpose facility at SIAST Wascana Campus, further development of day care facilities at SIAST Woodland Campus, and, at SIAST Kelsey Campus, the addition of an early childhood demonstration centre, shops, classrooms, labs and a larger lecture theatre.

Our review determined that ensuring SIAST is able to respond to future skills and technical training needs requires a capital investment in facilities of approximately $35-million over five years.

Organizational effectiveness

We finalized a restructuring of our registration services operations, a four-year project that saw the introduction of a province-wide structure. The customer-focused model provides one-stop shopping and seamless service delivery. The introduction of self-service options provides students, faculty and staff with the ability to access many services from a distance or after business hours. The model ensures consistent handling of students across the system and consistent implementation and delivery of programs, policies and procedures.

Our employees were consulted extensively as part of a review of human resource services conducted by an external organization on behalf of our HR group. Strategies will be developed in response to recommendations resulting from the review, and these will be incorporated in the HR strategic plan for 2005-06 and beyond.

Partnerships

Through innovation and collaboration with various partner organizations, we leveraged our collective expertise and strength to expand access to existing programs and services, develop new programs and services, and increase effectiveness.

We have been collaborating with the Prince Albert Grand Council, for example, on a proposal to build much-needed family housing for Aboriginal students at SIAST Woodland Campus. Other partnership activities include:

- Working with eight partners allowed us to deliver our Practical Nursing program at 10 locations around the province.
- The Saskatchewan Apprenticeship and Trade Certification Commission and industry worked with us on the development of carpentry sub-trades, while the Southern Alberta Institute of Technology collaborated with us on the development of a new stucco course.
- Our Basic Education Division partnered with the Regina Public School Board and the Dumont Technical Institute on a program that will help 15 young people complete their secondary education and access further education, skills training and work.
- A partnership with the Prince Albert Literacy Network and Parkland Health Region resulted in distribution of an updated northern food guide.

Larry Fladager (pictured), SIAST Woodland Campus director, was appointed to the Citizens' Advisory Committee for Saskatchewan Penitentiary, Riverbend Institution and Prince Albert Parole Office.

Educational counsellor **Connie Gerwing** was elected to represent Saskatchewan on the Canadian Counselling Association board of directors.

Therapeutic Recreation instructor **Mark Parolin** joined the board of directors for the Canadian Therapeutic Recreation Association.

re

- Partnerships with various agencies in Regina allowed 32 First Nation students to access our Short Order Cooking program.
- Seven students from Keeseekoose Reserve completed our Educational Assistant program, along with six Youth Care Worker courses and a fetal alcohol syndrome course. The enhanced program responds to specialized needs at reserve schools. It was brokered through Parkland Regional College in partnership with Yorkton Tribal Council.

Programs

Investment in program planning and development topped $1-million as we continue to align programs with our outcome-based education and training framework. In 2004-05, we made major revisions to 21 programs, expanded three and consolidated one. We developed a new certificate program, Funeral Service, and introduced a second degree option to the Nursing Education Program of Saskatchewan. We also introduced 10 new programs or specialties:

- Advanced Addictions Counselling
- Computer Networking Technician
- Electronics Service Technician
- Medical Laboratory Assistant
- New Media Communications
- Occupational Health and Safety Practitioner
- Office Systems Technician
- Pre-trades Carpentry
- Telecommunications/Radio Systems
- Tri-trades

spond

Saskatoon high school grad Amanda Selsky signed up for the Funeral Service certificate program developed in 2004-05.

Mimi Lodoen (pictured), development and alumni coordinator, served on the Saskatchewan bid committee for the 2007 Juno Awards.

Ashlyn Nawlove, a Recreation and Tourism diploma student, combined program requirements with community service when she raised $2,000 for a Watrous swimming pool fund.

Dental Assisting instructor **Diane Edwards** participated in a National Dental Assisting Examining Board committee to update national examinations.

kudos

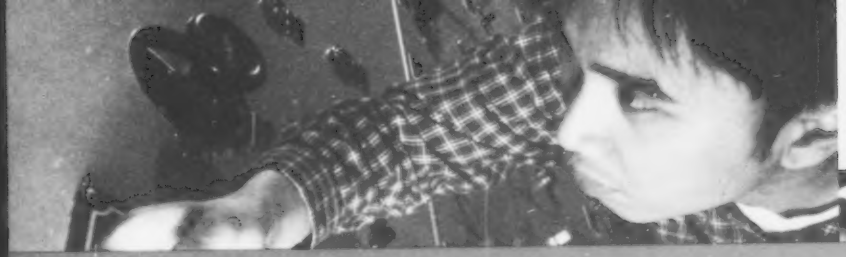
To validate quality and relevance, we require our programs to seek the highest accreditation available. Of the 38 programs for which national accreditation is available, 35 are accredited, and three are undergoing accreditation. This year, our Biotechnology program became the first in Canada to receive national accreditation.

As we entered the global marketplace for program brokering in 2004-05, response further confirmed program quality – we signed agreements for CAD/CAM programming in India, and Business Marketing and Computer Information Systems diploma programs in Vietnam.

Our expertise in developing and delivering employer-driven training continues to receive recognition internationally. We are the lead Canadian college, for example, in a $4.7 million project to improve the accessibility and relevance of the adult retraining system in Ukraine.

Student success

Counselling, learning assistance and education equity services adopted an integrated provincial structure that, through SIAST-wide coordination of services, will better meet the needs of students. The reorganization provides centralized planning and accountability at the senior management level for equity services, specifically services to Aboriginal students, students with disabilities and women in trades and technologies.



While we continue to emphasize student success initiatives at a SIAST-wide level, individual programs and divisions support the effort with more targeted activities. For instance:

- Our Basic Education division developed and delivered a pilot workshop addressing academic and life management challenges faced by students planning to pursue post-secondary education. The division also developed interactive displays that focused on opportunities in health and science. Discussions with Joe Duquette High School in Saskatoon explored a partnership that would make Cree and other courses available to SIAST students.
- Through a partnership with the Saskatoon Home Builders' Association, our Industrial Division hosted a hands-on career fair at the 2005 Home Styles Show. Students and instructors were available to demonstrate and discuss skills ranging from electrical and plumbing to stucco and carpentry.
- Our Biotechnology faculty organized a junior biology camp for students in grades 9 and 10. The camp is intended to increase interest in biology and in the Canadian Biology Olympiad for senior high school students. Saskatoon will host the international competition in 2007.

We are also part of a consortium of training institutions and workforce development agencies seeking Crown Investment Corporation funding to profile trades and technology as first-choice career options for Saskatchewan youth. Our proposal has received approval in principle, and a researcher has been engaged to write a comprehensive plan.

Our development office continues to tap new sources of scholarship support and further build upon established sources of donations. Our inaugural employee and student annual giving campaign, Change for the Better, raised almost $15,000, surpassing its goal by almost 50 percent. The 25th annual business and industry banquet at SIAST Palliser Campus, meanwhile, set attendance and revenue records for the second year in a row, raising $12,000 and attracting 420 guests. Early in the year, the development office became responsible for alumni programming. As a result, it is now making connections with graduates and beginning to develop services for alumni.

Judy Boychuk Duchscher, an instructor in the Nursing Education Program of Saskatchewan, was awarded the Andrew Stewart Memorial Student Graduate Prize from the University of Alberta.

Denise Nelson, Virtual Campus course designer, chaired the annual Campus Saskatchewan conference, hosted at SIAST Wascana Campus.

Scott Lipsit (pictured), Natural Resource Technologies instructor, received the first annual SIAST Woodland Instructor of the Year Award from the Woodland Student Association.

kudos

SIAST student statistics

Student data for 2004-2005 will be available online at www.goSIAST.com after November 15, 2005.

Enrolment figures by full load equivalent[1]

FLE enrolment	2003/04	2002/03
Program enrolment		
Basic Education	1,655	1,721
Apprenticeship	2,463	2,530
Certificate/Diploma	4,860	4,708
Extention credit programs[2]	1,226	1,248
Total program enrolment	**10,204**	**10,207**
Course registration enrolment		
Credit[3]	1,719	1,735
Non-credit	788	885
Total course registration enrolment	**2,507**	**2,620**
Future Skills	**641**	**865**
Total FLE enrolment	**13,352**	**13,692**

[1] In 2002, SIAST adopted full load equivalent (FLE) as the standard measure for enrolment reporting. FLE is a method of counting enrolled students by converting all registrations according to predetermined formulas that are inclusive of all types of training activity at SIAST.

[2] SIAST certificate programs delivered through regional colleges are included in extension credit programs.

[3] Individual credit course registrations include students who have not been admitted into a SIAST credit program.

[4] Certificate programs included applied certificates, certificates and advanced certificates.

[5] Equity participation rates include enrolment in Basic Education, apprenticeship and certificate/diploma programming at SIAST.

[6] Total number of programs does not include the Nursing Education Program of Saskatchewan (NEPS).

Number of graduates

	2003/04	2002/03	2001/02	2000/01	1999/00
Diploma	866	750	850	844	868
Certificate[4]	3,042	3,126	3,040	2,882	2,607
Total	**3,908**	**3,876**	**3,890**	**3,726**	**3,475**

Education equity participation (%)[5]

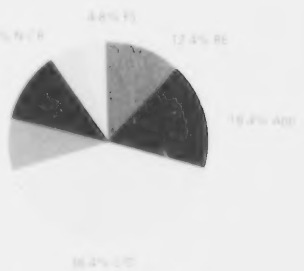
Designated groups of students	2003/2004 SIAST participation rates
Persons of Aboriginal ancestry	18.6%
Persons with disabilities	4.9%
Persons of visible minorities	2.7%
Female students	42.8%

SIAST programs

Number of programs[6]

	2004/05	2003/04	2002/03	2001/02	2000/01
Diploma	52	51	52	51	50
Certificate[4]	121	114	112	123	136
Apprenticeship	27	27	27	27	27
Total	**200**	**192**	**191**	**201**	**213**

Program enrolment by FLE
2003-2004

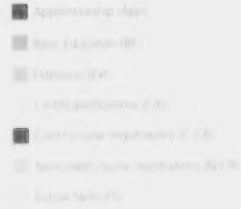


Program enrolment FLE 13,352

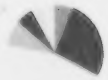
Program enrolment by FLE:
campus and category

SIAST Kelsey Campus
FLE total 5,323

SIAST Wascana Campus
FLE total 3,233



SIAST Palliser Campus
FLE total 2,978



SIAST Woodland Campus
FLE total 1,818

SIAST workforce – full-time equivalent (FTE) totals
July 1, 2004, to June 30, 2005, and July 1, 2003, to June 30, 2004

	Academic		Admin support		Out-of-scope		Total	
	2004/05	2003/04	2004/05	2003/04	2004/05	2003/04	2004/05	2003/04
SIAST Kelsey	365.11	369.97	121.29	123.88	13.80	15.84	500.20	509.69
SIAST Palliser	203.39	213.31	81.93	86.55	10.27	10.18	295.59	310.04
SIAST Wascana	234.45	242.22	115.81	119.58	12.19	13.59	362.45	375.39
SIAST Woodland	150.49	156.19	77.67	79.86	8.01	7.82	36.17	243.85
Administrative Offices	2.48	3.42	44.28	46.09	33.16	28.84	79.92	78.35
Totals	955.92	985.11	440.98	442.69	77.43	75.63	1,474.33	1,517.32

the years ahead

Program, facility and employee renewal remain key priorities in the years ahead. As we step into the future, however, we are also keenly aware of the need to provide training – and a training environment – that prepares students for the challenges of the global marketplace. Preparing our graduates to operate in tomorrow's economy will help ensure that Saskatchewan employers are equipped to compete globally. Highlights of our approach include:

State-of-the-art training

We will modernize our facilities and equipment in order to maintain program excellence and quality. To this end, we will invest in online, multimedia and web-based technologies to transform learning space into technology-enhanced – or "smart" – classrooms.

We will also employ digital simulation to replicate real-life clinical and work settings, and we will expand reference and library services to serve an increasingly dispersed student population.

Educational technology

We will invest conside able effort and resources in leveraging technology in all facets of teaching and learning. Increasingly, we will rely on technology to play a significant role in advancing and supporting the shift to a more multidisciplinary approach to learning – one that relies on a highly interactive and visual model of teaching.

We will focus also on new technology that increases worldwide access to our training and services, while simultaneously better meeting the needs of on- and off-campus, and work-based learners.

Diversifying education

We will explore, with select education and industry partners, new educational opportunities worldwide. As well, we will forge ahead with plans to expand our presence and relevance on the international scene as a first-choice technical training provider.

At home, areas of interest will include the creation of new linkages with elementary and secondary school systems, and the establishment of better career pathways for students leaving secondary schools. We will work closely with industry in developing innovative approaches to training and ways to address work skills shortages.

financials

Judy Russell Doan and **Cindy Smith**, Practical Nursing faculty, presented at a conference sponsored by the Saskatchewan Registered Nurses' Association, Saskatchewan Association of Licensed Practical Nurses and the Registered Psychiatric Nurses Association of Saskatchewan. Doan and **Louise Frederick**, Practical Nursing program head, presented at Health Canada First Nations and Inuit Health Branch Nursing Managers events.

Chemical Technology instructor **Eric Mead** (pictured) won a SIAST Outstanding Service Award.

Dental Assisting instructor **Diane Moore** participated in a research project published in the Canadian Journal of Dental Hygiene.

kudos

management discussion and analysis

Overview (dollars in thousands)

Fiscal 2005 was a successful year for SIAST as the year-end results were significantly in excess of the plan. We originally anticipated, and planned for, a $1,222 deficit in 2005. The deficit projection was made because forecasted costs and funding connected with pending collective agreements and academic pay equity were unknown. Early in the fiscal year, these costs were finalized, and we subsequently received related provincial government operating funds through the 05-06 provincial budget process. The funding increase came into effect three months before our year-end, which, in addition to the variations highlighted below, resulted in an excess of revenues over expenses for 2005 of $1,261.

Highlights: Actual 2005 compared to 2004 (dollars in thousands)

- Excess of revenue over expenses for 2005 was $1,261, down $2,585 from 2004.
- Grants increased by $3,698 or 4.0% as a result of provincial government increases to the operating and facilities grants.
- Contract services revenue increased by $1,250 or 6.8%, mainly from increased regional college and apprenticeship training.
- Tuition and fee revenues increased by $332 or 1.8% due to an increase in tuition rates, mainly offset by reduced enrolments in various Technology and Business core programs.
- Donation revenues increased by $309 or 108.4% due to successful fundraising efforts.
- Salaries and benefits expenses increased by $6,188 or 7.0% mainly because of increased collective bargaining costs, including academic pay equity.
- Facilities rental expense increased by $2,102 or 11.8% as a result of increased charges by Saskatchewan Property Management.
- Total assets increased by $1,521 or 3.0%.
- Total liabilities increased by $184 or 0.6%.
- Net assets increased by $1,337 or 6.4%.

management discussion and analysis

Highlights: Plan 2005 (dollars in thousands)

Excess of revenues over expenses for 2005 was $1,261 compared to the planned ($1,222) deficit. The main areas of variation from the plan follow:

- Grant revenues exceeded plan by $2,429 or 2.6% mainly due to increases in the operating and facilities grant funding received in the 2005/06 provincial budget. These increases came into effect three months prior to SIAST's year-end.
- Contractual services revenue exceeded plan by $1,341 or 1.8% mainly due to increased apprenticeship, federal and skills initiatives training. These revenue increases were partially offset by reduced extension and cost recovery training in several program areas and less-than-anticipated international training revenue.
- Tuition and fees were $786 or 3.9% less than plan mainly due to enrolment shortfalls in various Business and Technology division programs.
- Amortization of deferred capital contributions was $340 or 16.1% less than plan due to an adjustment to the amortization term for a capital project.
- Donations exceeded plan by $386 or 185.6% due to enhanced fundraising efforts. As a result, scholarship and donation disbursements exceeded expectations by $298 or 65.2%.
- Salaries and benefits were less than plan by $971 or 1.0% mainly due to the finalization of collective bargaining and the related academic pay equity program, subsequent to the approval of the 2005 plan. Additional variations from the plan include vacancy savings due to employee renewal issues, such as recruitment and retention of staff in several program specialties and reduced programming and enrolments in various areas. These savings were partially offset by increased extended health benefit and vacation accrual expenditures.
- Facilities rentals exceeded plan by $1,866 or 10.3% due to increased charges by Saskatchewan Property Management.
- Amortization costs were $459 or 7.7% less than anticipated.
- Travel costs were $955 or 24.4% less than plan due to reduced travel, professional development and international training activity.
- Equipment rentals and repairs were $409 or 19.6% less than plan due to overall spending reductions in all areas.

management discussion and analysis

Highlights: Plan 2006 (dollars in thousands)

A balanced budget is projected for 2006 as compared to the $1,261 surplus in 2005. The main areas of anticipated change are:

- Operating and facility grants are projected to increase by $8,848 or 9.2% mainly as the result of increases in the 2005/06 provincial budget.
- Contractual revenues are expected to decrease by $911 or 4.6% mainly due to reductions in anticipated regional college, private and apprenticeship contractual training.
- Tuition and fees are expected to increase by $994 or 5.2% due to an increase in core tuition rates and increased fee-payer, cost-recovery training.
- Salaries and benefits are expected to increase by $5,383 or 5.7% due to increased collective bargaining agreement costs and program enhancements.
- Facilities rental expenses are expected to increase by $4,538 or 22.8% due to increased Saskatchewan Property Management charges.
- Travel costs, which include employee training, are expected to increase by $528 or 17.8% due to increased professional development and international training opportunities.

Capital spending summary

In 2005, SIAST made purchases of capital assets totaling $5.95 million, which were funded via operating funds designated for capital replacement and provincial capital funding. The majority of the capital expenditures were made to replace equipment, technology and books and to improve facilities used in the training of students.

Risk management

We continue to use an enterprise risk management (ERM) approach to identify and prioritize risks and opportunities. This approach optimizes our ability to plan for and manage risks, identify opportunities to improve performance and make better decisions based on the risk population and priorities. Examples of key priorities follow:

- Competitive advantage/organizational effectiveness. We continue to focus much of our efforts on implementing strategies to ensure we are well positioned for the future. Strategies such as continued enhancements to the quality of programs, implementing the education and training framework, refining program development and delivery processes, and increasing extension and online learning opportunities are of vital importance.

- Staff recruitment and retention. Employee development is crucial to responding effectively to SIAST's rapidly changing learning environment and employee turnover resulting from an aging workforce. Initiatives in the areas of faculty orientation and training, employee development opportunities and the quality learning organization (QLO) program are important to the success of our strategy.
- Facility development. The growing trend towards trade diversification and specialization is putting extreme pressure on the availability of classroom and training spaces. A multi-year construction and redevelopment project has been initiated to address the acute space shortage.
- Funding. Our success in achieving our goals and objectives is predicated upon consistent and predictable operating, capital and facility development funding. Open, focused and proactive communication initiatives ensure government officials understand the positive impact SIAST has on the province's social and economic development.
- Reliance on technology. Our program curriculum, equipment and technology require regular updates in order to ensure that we meet the requirements of our students and their potential employers. We annually allocate funding for program development and spend almost $6 million annually on equipment replacement and renewal.

Key financial results and data (dollars in thousands)

	2004 Actual	2005 Plan	2005 Actual	2006 Plan
Operations				
Excess of revenue over expenses	$ 3,846	$ (1,222)	$ 1,261	$ -
Grants	92,620	93,889	96,318	105,166
Contractual services	18,513	19,422	19,763	18,852
Tuition and fees	18,858	19,976	19,190	20,184
Sales	6,316	7,044	6,384	6,897
Salaries and benefits	87,909	95,068	94,097	99,480
Facilities rental	17,825	18,061	19,927	24,464
Materials and supplies	8,736	9,371	8,996	9,261
Services	9,708	9,568	9,558	9,669
Amortization	5,643	5,984	5,525	5,478
Travel	3,125	3,918	2,963	3,491
Balance sheet				
Operating net assets	9,434	11,424	11,021	6,636
Total assets	51,446	50,830	52,967	50,709
Total liabilities	30,545	29,091	30,729	28,970
Net assets	20,901	21,739	22,238	21,739

report

The financial statements have been prepared by management in accordance with Canadian generally accepted accounting principles. When alternative accounting methods exist, management has chosen those it deems most appropriate in the circumstances. Financial statements are not precise because they include certain amounts based on estimates and judgments. Management has ensured that the financial statements are presented fairly in all material respects. The financial information presented elsewhere in the annual report is consistent with that in the financial statements.

Management has ensured that the organization is in compliance with the provisions of legislation and related authorities.

Management maintains a system of internal accounting and administrative controls to provide reasonable assurance that the financial information is relevant, reliable and accurate and that assets are appropriately accounted for and adequately safeguarded.

The board of directors of SIAST is responsible for reviewing and approving the financial statements and, primarily through its audit committee, ensures management fulfills its responsibilities for financial reporting.

The audit committee is appointed by the board and is composed of directors who are not employees of SIAST. The audit committee meets periodically with management and with external auditors to discuss internal controls, auditing matters and financial and reporting issues to satisfy itself that each party is properly discharging its responsibilities. The audit committee reviews the financial statements and the external auditors' report and also considers, for approval by the board, the engagement or reappointment of the external auditors. The audit committee reports its findings to the board for its consideration when approving the financial statements for issuance.

The financial statements have been audited by Deloitte & Touche LLP and the Provincial Auditor of Saskatchewan in accordance with Canadian generally accepted auditing standards. Deloitte & Touche LLP and the Provincial Auditor of Saskatchewan have full and free access to the audit committee.

Dr. Robert G. McCulloch
President & CEO
August 05, 2005

Cheryl McMillan
Acting Chief Financial Officer
August 05, 2005

Kelly Nelson (pictured), facility services coordinator, received a Merit Award from the Saskatchewan Applied Science Technologists and Technicians.

Librarian **Rian Misfeldt** was a presenter at the Saskatchewan Library Association Conference.

Career services counsellor **Christine Devrome** was one of the Canadian observers of the December 26 presidential election in Ukraine.

Home Care/Special Care Aide instructor **Linda Brose** and program head **Sonia Mysak** were invited to sit on a national Continuing Care Affinity Group charged with developing standards for HC/SCA training programs.

auditors' report

To the Members of the Legislative Assembly

We have audited the statement of financial position of the Saskatchewan Institute of Applied Science and Technology ("SIAST") as at June 30, 2005, and the statements of operations, changes in net assets and cash flows for the year then ended. SIAST is responsible for preparing these financial statements for Treasury Board's approval. Our responsibility is to express an opinion on these financial statements based on our audit.

We conducted our audit in accordance with Canadian generally accepted auditing standards. Those standards require that we plan and perform an audit to obtain reasonable assurance whether the financial statements are free of material misstatement. An audit includes examining, on a test basis, evidence supporting the amounts and disclosures in the financial statements. An audit also includes assessing the accounting principles used and significant estimates made by management, as well as evaluating the overall financial statement presentation.

In our opinion, these financial statements present fairly, in all material respects, the financial position of SIAST as at June 30, 2005, and the results of its operations and its cash flows for the year then ended in accordance with Canadian generally accepted accounting principles.

Deloitte & Touche LLP
Chartered Accountants
Saskatoon, Saskatchewan
August 05, 2005

G. Fred Wendel
Provincial Auditor
Regina, Saskatchewan
August 05, 2005

Margaret Dagenais, learning assistance services program head, received the Saskatchewan Labour Force Development Boards annual Recognition of Prior Learning award.

With matching federal dollars, a SIAST fundraising campaign coordinated by librarian **Robert O'Neil** (pictured) raised $12,104 for Canadian Red Cross tsunami relief.

Bonnie Meier, program head, pharmacy technician, was elected chair of a national committee charged with developing national standards for pharmacy programs across Canada.

statement of financial position

June 30, 2005, with comparative figures for 2004
(in thousands of dollars)

	2005	2004
Assets		
Current assets:		
Cash	$ 467	$ 1,531
Marketable securities (note 3)	16,608	16,902
Accounts receivable (note 4)	7,240	4,662
Inventories (note 5)	1,530	1,697
Prepaid expenses	278	245
	26,123	25,037
Long-term investments (note 6)	1,642	1,489
Capital assets (note 7)	25,202	24,920
	$ 52,967	**$ 51,446**
Liabilities and net assets		
Current liabilities:		
Accounts payable and accrued liabilities	$ 2,606	$ 3,747
Salaries and benefits payable	5,114	5,969
Unearned revenue (note 8)	4,380	4,264
Deferred contributions (note 9)	1,218	1,164
Deferred grants (note 10)	2,767	1,365
Current portion of obligation under capital leases (note 11)	188	173
	16,273	**16,682**
Obligation under capital leases (note 11)	256	414
Deferred contributions related to capital assets (note 12)	14,200	13,449
	30,729	**30,545**

statement of financial position continued

June 30, 2005, with comparative figures for 2004
(in thousands of dollars)

	2005	2004
Net assets:		
Net assets invested in capital assets	10,558	10,884
Net assets restricted for endowment (note 13)	659	583
Operating net assets	11,021	9,434
	22,238	**20,901**
Commitments (note 14)		
	$ 52,967	**$ 51,446**

See accompanying notes to financial statements.

On behalf of the SIAST board of directors

Christine Boyczuk
Chair

Cheryl Bauer Hyde
Chair, Audit Committee

Kim Onyalo (pictured), coordinator of prior learning assessment and recognition, received a Saskatchewan Centennial Medal. Kim was elected to the board of the Canadian Association of Prior Learning Assessment and was appointed to SaskCAT (the Saskatchewan Council for Admissions and Transfer).

President and CEO **Dr. Bob McCulloch** was a panellist at Saskatchewan's Centennial Economic Summit and at a diplomatic forum attended by approximately 75 ambassadors, high commissioners and consuls general.

statement of operations

Year ended June 30, 2005, with comparative figures for 2004
(in thousands of dollars)

	2005 Budget	2005 Actual	2004 Actual
Revenue:			
Grants	$ 93,889	$ 96,318	$ 92,620
Contractual services	19,422	19,763	18,513
Tuition and fees	19,976	19,190	18,858
Sales	7,044	6,384	6,316
Amortization of deferred capital contributions	2,117	1,777	1,821
Investments	557	691	690
Donations	208	594	285
Rentals	76	139	101
	143,289	**144,856**	**139,204**
Expenses:			
Salaries and benefits	95,068	94,097	87,909
Facilities rental	18,061	19,927	17,825
Materials and supplies	9,371	8,996	8,736
Services	9,568	9,558	9,708
Amortization	5,984	5,525	5,643
Travel	3,918	2,963	3,125
Equipment rental and repairs	2,084	1,675	1,797
Scholarships and donations	457	755	633
Loss (gain) on disposal of capital assets	–	99	(18)
	144,511	**143,595**	**135,358**
Excess (deficiency) of revenue over expenses	**$ (1,222)**	**$ 1,261**	**$ 3,846**

See accompanying notes to financial statements.

# of changes in net assets

Year ended June 30, 2005, with comparative figures for 2004
(in thousands of dollars)

	Invested in capital assets	Operating net assets	Restricted for endowment	2005 Total	2004 Total
Balance, beginning of year	$ 10,884	$ 9,434	$ 583	$ 20,901	$ 16,828
Excess (deficiency) of revenues over expenses	(3,847)	5,108	-	1,261	3,846
Endowment contributions	-	-	76	76	227
Invested in capital assets	3,521	(3,521)	-	-	-
Balance, end of year	**$ 10,558**	**$ 11,021**	**$ 659**	**$ 22,238**	**$ 20,901**

See accompanying notes to financial statements.

statement of cash flows

Year ended June 30, 2005, with comparative figures for 2004
(in thousands of dollars)

	2005	2004
Cash provided by (used in):		
Operating activities		
Excess of revenue over expenses	$ 1,261	$ 3,846
Items not affecting cash		
Amortization of capital assets	5,525	5,643
Amortization of deferred capital contributions	(1,777)	(1,821)
Change in non-cash working capital (note 16)	(2,868)	551
Loss (gain) on disposal of capital assets	99	(18)
Cash provided by operating activities	**2,240**	**8,201**
Financing and investing activities:		
Purchase of capital assets	(5,950)	(5,819)
Contributions for capital assets purchased	2,528	2,677
Increase in obligation under capital leases	53	44
Repayments of obligation under capital leases	(196)	(158)
Proceeds from sale of capital assets, net of capital lease obligation	44	25
Endowment contributions	76	227
Decrease (increase) in marketable securities	294	(5,075)
Increase in long-term investments	(153)	(412)
Cash used in financing and investing activities	**(3,304)**	**(8,491)**
Net decrease in cash	**(1,064)**	**(290)**
Cash, beginning of year	1,531	1,821
Cash, end of year	$ 467	$ 1,531

See accompanying notes to financial statements.

Donna Martin, Perioperative Nursing faculty, was elected president of the Saskatchewan Operating Room Nurses Group.

Bart Chubb and Susan Page, Practical Nursing faculty, presented at the Canadian Interprofessional Faculty Affairs Educators conference in Quebec City, Quebec.

Valerie Overend (pictured), SIAIT women in trades and technology facilitator, received both the Community Leadership Award and YWCA Women of Distinction Award for Community Service. Overend is also featured in Heavens Gate Publishing book, "If I Could Be Anyone" by Margaret Hagood Little.

notes to financial statements

Year ended June 30, 2005
(in thousands of dollars)

1. Statutory authority:

Saskatchewan Institute of Applied Science and Technology (SIAST) was established as a public educational corporation by the Legislative Assembly of Saskatchewan under *The Institute Act* and is continued under *The Saskatchewan Institute of Applied Science and Technology Act*.

2. Significant accounting policies:

These financial statements have been prepared in accordance with Canadian generally accepted accounting principles and include the following significant accounting policies:

a) Revenue recognition:
SIAST follows the deferral method of accounting for grants and other contributions. Grants and contributions for expenses of future periods are deferred and recognized as revenue in the year in which the related expense is incurred.

Grants for capital assets are deferred and recognized as revenue on the same basis as the acquired capital assets are amortized.

Contributions to trusts are recognized as donation revenue in the year in which the related expenses are incurred.

Endowment contributions are recognized as direct increases in net assets in the year received or receivable.

Investment income earned on trust and endowment funds is allocated to deferred contributions and assets restricted for endowment.

Revenue from contractual services is recognized as the service is delivered. Revenue from tuition and fees is recognized as the course instruction is delivered.

Year ended June 30, 2005
(in thousands of dollars)

b) Inventories
Inventories consist of merchandise and supplies held for resale and are valued at the lower of cost and net realizable value. Administrative and program supplies and library periodicals are not inventoried.

c) Capital assets
Purchased capital assets are recorded at cost. Contributed capital assets are recorded at fair value at the date of contribution with an offsetting amount recorded to deferred contributions relating to capital assets. Amortization is charged to operations on the straight-line basis over the following estimated useful lives of the assets.

Asset	Period
Computer equipment	3 years
Office equipment, specialized equipment and library	5 years
Vehicles	8 years
Furniture	10 years
Industrial and heavy equipment	10 years
Leasehold improvements	
SPM owned properties	15 years
Other properties	Lease term

d) Marketable securities
Marketable securities are stated at cost, which approximates market.

e) Long-term investments
Long-term investments consist of pooled investment funds valued at market and various equities, bonds and cash equivalents valued at cost, which approximates market.

Year ended June 30, 2005
(in thousands of dollars)

h) Use of estimates:
The preparation of financial statements in conformity with Canadian generally accepted accounting principles requires management to make estimates and assumptions regarding the reported amounts of assets and liabilities and the disclosure of contingent assets and liabilities at the date of the financial statements and the reported amounts of revenue and expenses for the year. Actual amounts may differ from these estimates.

3. Marketable securities:

	2005	2004
Commercial paper	$ 16,608	$ 16,902

4. Accounts receivable:

	2005	2004
Tuition fees	$ 164	$ 145
Programs delivered	791	1,235
Federal government	695	625
Provincial government - General Revenue Fund	4,852	1,993
Other	738	663
	$ 7,240	$ 4,662

5. Inventories:

	2005	2004
Bookstores	$ 1,392	$ 1,473
Food services	72	74
Shop and service supplies	66	150
	$ 1,530	$ 1,697

Year ended June 30, 2005
(in thousands of dollars)

6. Long-term investments:

	2005	2004
Equities	$ 446	$ 392
Pooled investment funds	640	595
Bonds	390	412
Cash equivalents	166	90
	$ 1,642	$ 1,489

7. Capital assets:

	Cost	Accumulated amortization	2005 Net book value	2004 Net book value
Leasehold improvements	$ 17,327	$ 6,144	$ 11,183	$ 11,372
Industrial and heavy equipment	20,376	14,763	5,613	5,658
Computer equipment	17,924	14,841	3,083	2,843
Office equipment, specialized equipment and library	12,994	10,360	2,634	2,457
Furniture	9,319	7,494	1,825	1,738
Vehicles	4,369	3,505	864	852
	$ 82,309	$ 57,107	$ 25,202	$ 24,920

The net book value of assets under capital lease was $411 (2004 - $510).

8. Unearned revenue:

	2005	2004
Tuition and fees	$ 978	$ 1,244
Contractual services	564	896
Grants - operations and rent	2,112	2,064
Other	726	60
	$ 4,380	$ 4,264

Year ended June 30, 2005
(in thousands of dollars)

9. **Deferred contributions:**

Deferred contributions represent trust funds that are unexpended resources externally restricted for scholarships and other purposes.

	2005	2004
Balance, beginning of year	$ 1,164	$ 975
Contributions and investment income received during the year	595	613
Recognized during the year	(541)	(360)
Transferred to endowments	-	(64)
Balance, end of year	**$ 1,218**	**$ 1,164**

10. **Deferred grants:**

	Skills training	Capital assets	2005 Total	2004 Total
Balance, beginning of year	$ 764	$ 601	$ 1,365	$ 2,231
Amount received	1,309	3,858	5,167	3,109
Recognized during the year	(1,576)	(2,189)	(3,765)	(3,975)
Balance, end of year	**$ 497**	**$ 2,270**	**$ 2,767**	**$ 1,365**

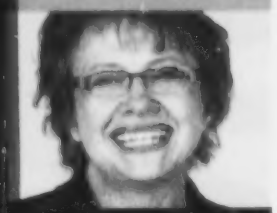
Skills training deferred grants represent unspent grants that are restricted to the skills training initiatives for which the Department of Learning provides funding to enable SIAST to respond regionally to emerging skills shortages. Capital assets represent unspent grants for capital assets.

Noel Selinger (pictured), SIAST Wascana Campus director, was reappointed to the Mayor's Task Force on Regina's Future.

Shauna Coons, Early Childhood Education instructor, served on the planning committee for the National Early Childhood conference.

Bob Knox, Hotel and Restaurant Administration instructor, completed Sommelier Level 1 training from the Canadian Sommelier Guild.

Kelly Abrams, program head, Health Information Management, was appointed national Chair of the Canadian Health Information Management Association.



kudos

financial statements continued

Year ended June 30, 2005
(in thousands of dollars)

11. Obligation under capital leases:

	2005	2004
Balance, beginning of year	$ 587	$ 701
Repayments during the year	(196)	(158)
Additions during the year	53	44
Total	**444**	**587**
Less current amount	188	173
Long-term amount	**$ 256**	**$ 414**

Minimum lease payments under the capital leases are as follows:	
2006	$ 218
2007	201
2008	37
2009	21
2010	11
2011	11
Total minimum lease payments	**499**
Less amount representing future interest	55
Net obligation under capital leases	**$ 444**

Interest rates on the leases range from 4.5% to 11.4 %. Interest expensed during the year amounted to $40 (2004 - $58).

Year ended June 30, 2005
(in thousands of dollars)

12. Deferred contributions related to capital assets:

	2005	2004
Balance, beginning of year	$ 13,449	$ 12,593
Amortization	(1,777)	(1,821)
Contributions for capital assets purchased	2,528	2,677
Balance, end of year	**$ 14,200**	**$ 13,449**

Deferred contributions related to capital assets represent the unamortized portion of grants expended for capital assets.

13. Net assets restricted for endowment:

Endowments consist of donations to SIAST where the donor requires SIAST to maintain the principal intact in perpetuity. For fiscal 2005, disbursements out of endowment funds were restricted to 5% of the principal and were funded by investment income generated by the funds.

14. Commitments:

SIAST has a number of operating lease commitments pertaining to land and buildings and equipment. All land and buildings are leased on a continuing basis from Saskatchewan Property Management ("SPM"). The equipment is leased from various private lessors.

Year ended June 30, 2005
(in thousands of dollars)

A summary of the future minimum operating lease commitments over the next five years is as follows:

	Land and buildings SPM	Equipment other lessor	Total
2006	$ 24,087	$ 583	$ 24,670
2007	24,087	280	24,367
2008	24,087	110	24,197
2009	24,087	26	24,113
2010	24,087	4	24,091

SIAST is committed to providing annual funding toward professional development activities of in-scope academic and administrative support employees. The commitment for fiscal 2006 as required by the collective agreement is $497.

SIAST is committed to providing annual funding toward a succession incentive plan. The commitment for fiscal 2006 as required by the collective agreement is $335.

15. Pension plans

SIAST employees participate in various multi-employer defined benefit and defined contribution pension plans. The majority of these are managed and administered by the Department of Finance. Employer contributions for the defined contribution plans are included in expenses in these financial statements. Employer obligations associated with the defined benefit plans are the responsibility of the General Revenue Fund of the Government of Saskatchewan. During the year, SIAST contributed $3,485 (2004 - $3,174) on behalf of employees for current services.

Lionel Tancredi (pictured), a third-year Nursing Education Program of Saskatchewan student, and **Norma Wildemann**, a first-year Nursing student, each received a Millennium Leadership award from the Saskatchewan Registered Nurses' Association.

Denise Hyppolite instructor **Donna King** was elected member of the National Dental Hygiene Certification Board.

Hotel and Restaurant Administration students Michelle Cobb and **Andrew Steenkamp** won gold and silver medals respectively in the Skills Canada competition. Andrew won a bronze medal at the National Skills Canada competition.

Year ended June 30, 2005
(in thousands of dollars)

16. Change in non-cash working capital:

	2005	2004
Accounts receivable	$ (2,578)	$ (44)
Inventories	167	(130)
Prepaid expenses	(33)	34
Accounts payable and accrued liabilities	(1,141)	5
Salaries and benefits payable	(855)	841
Unearned revenue	116	522
Deferred contributions	54	189
Deferred grants	1,402	(866)
	$ (2,868)	**$ 551**

17. Financial assets and liabilities:

Cash, marketable securities, accounts receivable, accounts payable and accrued liabilities and salaries and benefits payable are all short-term in nature, and as such their carrying value approximates fair value.

18. Related parties:

These financial statements include transactions with related parties. SIAST is related to all Saskatchewan Crown corporations, departments, boards and commissions under the common control of the Government of Saskatchewan. SIAST is also related to non-Crown enterprises subject to joint control and significant influence by the Government of Saskatchewan.

During the year, SIAST recognized grant revenue from the Department of Learning for operations and rent in the amount of $96,318 (2004 - $92,620). Revenue of $1,436 (2004 - $1,474) was recognized in the year representing the amortization of deferred capital funding provided by the Department of Learning.

Year ended June 30, 2005
(in thousands of dollars)

Routine operating transactions with related parties are settled at exchange amounts that approximate prevailing market prices under normal trade terms. Transactions during the year and amounts outstanding at year-end are as follows:

	2005	2004
Non-grant revenues	$ 15,975	$ 14,664
Operating expenses	23,798	23,483
Capital asset additions	1,303	967
Accounts payable	456	778
Accounts receivable	4,998	2,285

In addition, SIAST pays provincial sales tax to the Department of Finance on all its taxable purchases. Taxes paid are recorded as part of the cost of those purchases.
Other transactions and amounts due to and from related parties are described separately in these financial statements and the notes thereto.

19. Expenses by function:

Following is a summary of expenses by function:

	2005	2004
Programs	$ 87,492	$ 82,014
Facilities	21,158	19,090
Student services	10,446	9,775
Ancillary	5,700	5,440
Administration	18,799	19,039
	$ 143,595	**$ 135,358**

20. Comparative figures:
Certain of the prior year amounts have been reclassified to conform to the current year's presentation.

Susan Thiessen (pictured), an instructor in the Veterinary Technology and Biotechnology programs, was named the Vet Tech of the Year by the Canadian Association of Animal Health Technicians and Technologists (CAAHTT).

Second-year **Chemical Technology** students helped organize the Western Canadian Chemistry Symposium. SIAST students received first- and second-place prizes for presentations on their research projects.

Michael Kennedy, an instructor at SIAST Kelsey Campus and at the University of Saskatchewan, received the university's Sylvia Wallace Award for teaching excellence by a sessional lecturer.

Marjorie Kennedy and **Barbara Zimmer**, from the Library and Information Technology program, won the Saskatchewan Association of Library Technicians' award.

The **Wascana Women's Wildcats** (pictured) won the 2004 Prairie Athletic Conference provincial volleyball championship.

Entrepreneurship and Small Business student **Carolyn Carleton** won $10,000 in the Venture Forward Business Plan competition.

kudos

SIAST Senior Management Council:

President and Chief Executive Officer
Dr. Robert McCulloch

Vice-President, Programs
Claude Naud

Acting Chief Financial Officer
Cheryl McMillan

Chief Human Resource Officer
Gary Mearns

Director, Institutional Affairs
Glenys Hanson

SIAST Deans and Academic Directors:

Associate Vice-President, Academic & Student Affairs
David Walls

Basic Education
Brian Kraus

Business & Entrepreneurial Studies
Diane Reed

Community Services
Barb Bremner

Industrial Training
Denis Caron

Instructional and Leadership Development Centre
Ann Hrabok

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Heather West

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Netha Dyck

Planning, Research & Development
Gerlinde Sarkar

Registrar
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Science & Health
Judy Layne

Skills Initiatives
Barb Heise

Technology
Arnold Boldt

Virtual Campus
David Francis

Campus Directors:

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Don Shanner

Prince Albert SIAST Woodland Campus
Larry Fladager

Regina SIAST Wascana Campus
Bill Coulthard

Saskatoon SIAST Kelsey Campus
Gerry Bonsal

Senior Administrators:

Acting Senior Director, Information Resources
Garth McCormick

Client Services
Lawrence Boehm

Communications
Patricia Gillies

Compensation & Benefits
Judy Grimwood

Controller
Patsy Gilchrist

Development
Lisa Laskowski

Financial Planning
Cheryl McMillan

International Services
David Harvey

Labour Relations
Gary Crawford

Networks and Systems
Raymond Saunders

Staff Recruitment
Vacant

as of September 2005

SIAST Administrative Offices

400-119 4th Ave South
Saskatoon SK S7K 5X2
Tel (306) 933-7331
Fax (306) 933-7334

SIAST Palliser Campus

Saskatchewan Street
and 6th Avenue NW
P.O. Box 1420
Moose Jaw SK S6H 4R4
Tel (306) 694-3200
Fax (306) 694-3591

SIAST Wascana Campus

4500 Wascana Parkway
P.O. Box 556
Regina SK S4P 3A3
Tel (306) 798-4356
Fax (306) 798-4278

SIAST Woodland Campus

1100 15th Street East
P.O. Box 3003
Prince Albert SK S6V 6G1
Tel (306) 953-7000
Fax (306) 953-7099

SIAST Kelsey Campus

Idylwyld and 33rd Street
P.O. Box 1520
Saskatoon SK S7K 3R5
Tel (306) 933-6350
Fax (306) 933-6490

Annual Report Design: Bradbury Branding & Design Inc. www.bradburydesign.com

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